

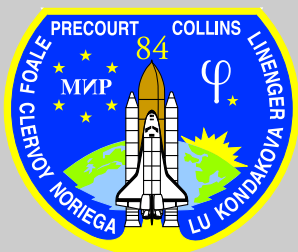
Space News ROUNDUP!

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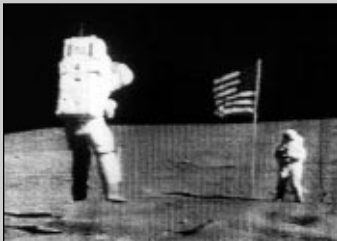
Pictures tell the story of a safe, but shortened STS-83 mission.

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Students from around the country experience simulated weightlessness.

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Twenty-five years ago at JSC, Apollo 16 returned from the Moon.

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Fuel cell tiger team hangs STS-83 plaque in Mission Control.

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JSC's ISO 9001 efforts mark milestone

By Leon Blum

JSC's Quality Manual for ISO 9001 is now in effect following JSC Director George Abbey's approval last month.

The approval follows months of activity and the concurrence of the JSC senior staff, and establishes policy and objectives for providing quality products and services through guidelines that document the center's quality system.

"This manual establishes a documented quality system under the control of the center director that applies to all of JSC," Abbey said in the preface of the manual. "It is based upon the International Organization for Standardization ISO 9001 standard for quality that

has gained widespread acceptance around the world. Adherence to the ISO 9001 requirements involves a disciplined approach to the design, development, production, testing and flight readiness of our work elements that is entirely appropriate in our role as the world leader in human space flight. Its benefits will be measured in the quality of the work we perform and the value we provide to our constituents. I strongly endorse the implementation of ISO 9001 at JSC and its continuing use as the accepted standard for quality."

The manual and the quality system it describes apply to the JSC-

owned processes required for delivery of products and services provided by JSC in support of its core business functions including program and project management, spacecraft engineering and design, flight crew training, space and life sciences research, and mission operations in support of the Human Exploration and Development of Space Enterprise. White Sands Test Facility is specifically excluded from the scope.

The quality manual is a controlled quality document that can be found on the ISO 9000 Web site at <http://www4.jsc.nasa.gov/ISO9000/>

"The manual contains essential

information for all JSC personnel," said Lee Norbraten, director of the ISO 9000 Office. "It includes important information including the JSC quality policy, definitions of terms, organization and structure of the quality documentation and the responsibilities of managers and employees. All employees are encouraged to read and become familiar with the requirements of the quality manual."

With the implementation of the quality manual, employees have an overall road map to follow JSC's quality policy—"to provide products and services that meet or exceed all customer requirements for safety, performance, cost and schedules."



EARTH DAY—More than 800 employees turned out for JSC's Earth Day last month at the Gilruth Center. Organizers report 674 people pledged to start or increase their recycling or conservation efforts. Top: From left, Rindy Carmichael of Hernandez Engineering helps John Ross and Ken Burko of the Texas Forestry Service give away oak, cypress and pine trees to employees. Left: Marlana Barr, right, of the Gulf Coast Turtle and Tortoise Society, shows off a turtle during the Earth Day event.

JSC Photos S97-05717, S97-05719
by Steve Candler



Linenger completes space walk

U.S. astronaut Jerry Linenger and Mir 23 Commander Vasily Tsibliev successfully conducted a five hour space walk April 29, the first joint U.S.-Russian space walk ever undertaken.

The pair attached and retrieved several experiments designed to collect data on the nature of the environment around the orbiting space complex.

Linenger and Tsibliev opened the airlock hatch on the Kvant-2 module at 12:10 a.m. CDT Tuesday and the two space walkers went right to work, testing the mobility and design of new Orlan-M space suits earmarked for eventual use in the assembly of the International Space Station.

Linenger and Tsibliev reported that new visors in the spacesuit helmets to protect them from the harsh effect of the sun worked to perfection and prevented their visors from fogging during the most strenuous periods of activity.

Linenger was congratulated by Russian ground controllers at the start of his first space walk as he and Tsibliev used a telescoping cargo crane to move themselves and their equipment from the Kvant-2 module to the Mir's Docking Module for the installation of the Optical Properties Monitor. The device, which is designed to collect data on the environment

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Leadership 'ought to be easy,' boss says

McDonnell Douglas president kicks off Low lecture series

By Kelly Humphries

The president and chief executive officer for McDonnell Douglas Corp. told JSC managers recently that the key to leadership lies not in dominating others, but in eliciting their cooperation and freeing them to do their jobs with creativity and good judgment.

Harry Stonecipher kicked off the George M. Low Leadership Lecture series April 29 at the Gilruth Center, speaking to selected JSC managers and employees about the importance of leadership and his belief that "it ought to be easy."

"There is a huge difference between leading and commanding," said Stonecipher, who has risen through the ranks of companies becoming vice president and general manager of General Electric's aircraft engine operations and chief executive officer of Sunstrand Corp., a major aerospace manufacturer. "The best and

truest leader is the one who leads with the lightest touch. As a rule of thumb, the fewer decisions you make, the more powerful and effective your organization will be."

Stonecipher began his talk, the first of what promises to be a quarterly series featuring leaders from both inside and outside the immediate NASA family, by praising its namesake as "probably the guy who really took us to the Moon" and quoting Homer and President Harry S. Truman.

Homer's heroes always become divinely inspired at crucial moments, he said, and Truman's life is a study in how a person of ordinary beginnings became a great leader only when the mantle was thrust upon him.

"We can always recognize a leader when we see one, but I've yet to really see a good definition of what leadership is all about, where it comes from," he said. "All of us

can think of certain leaders, who in the midst of crisis, have seemed as though they really were larger than life. And, certainly, one of the great characteristics of leadership is persuading ordinary people to do extraordinary things."

Stonecipher said he rejects the idea that leadership is a totally exceptional quality and believes instead that it is a very human quality, one that eludes some of the brightest and most ambitious people.

"I believe that leadership, to a large degree, is a learned behavior—or at least a desired behavior—and that it is within the grasp of many, not just a few," he said. "In my experience, people who are consumed by a need for power are really the least suited of all to act in a leadership capacity. Everything in their nature conspires against the effective use of the very thing they crave. They make hard work of leadership—on themselves, and

everyone around them, by being arrogant, overbearing and, at the end of the day, totally isolated. Power perceived is far more effective than power used."

Stonecipher used a Truman example to illustrate his belief that immediately demonstrating determination to lead in a certain way and in a certain direction are critically important. In each new assignment he has received, he said, he has found the first five minutes, the first five days and the first 100 days must be successful for a leader or the internal forces of inertia and active resistance to change will be too much to overcome.

The George M. Low Leadership Series, sponsored by the JSC Human Resources Office, is intended to stimulate thoughtful discussion and expand the vision of the center's leaders, JSC Director George Abbey said. It honors Low, who joined the

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